# BOARD OF DIRECTORS

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<tr>
<th>Name</th>
<th>Position</th>
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<tr>
<td>William Strahan</td>
<td>Chair of the Board</td>
<td>Comcast Cable Communications</td>
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<td>Daniel K. Fitzpatrick</td>
<td>Vice Chair of the Board</td>
<td>Citizens Bank of PA, NJ and DE</td>
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<td>Patrick J. Eiding</td>
<td>Secretary of the Board</td>
<td>Philadelphia Council AFL-CIO</td>
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<td>Michelle Armstrong</td>
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<td>Nolan N. Atkinson, Jr.</td>
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<td>Office of Mayor James F. Kenney</td>
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<td>Emily Bittenbender</td>
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<td>Bittenbender Construction LP</td>
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<td>Steven Scott Bradley</td>
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<td>Bradley &amp; Bradley Associates Inc.</td>
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<td>Shari Brightful</td>
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<td>PA Office of Vocational Rehabilitation</td>
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<td>Manny Citron</td>
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<td>Deputy Chief of Staff Mayor’s Office of Labor</td>
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<td>David Crossed</td>
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<td>Brigitte F. Daniel Esq.</td>
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<td>Wilco Electronic Systems Inc.</td>
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<td>Cheryl Feldman</td>
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<td>District 1199c Training &amp; Upgrading Fund</td>
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<td>Beatriz Mirabal Garces</td>
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<td>Garces Dental Group</td>
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<td>Donald Generals</td>
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<td>Peter Gonzales</td>
<td>Welcoming Center for New Pennsylvanians</td>
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<td>Ed Grose</td>
<td>Greater Philadelphia Hotel Association</td>
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<td>Sheila Ireland</td>
<td>City of Philadelphia Office of Workforce Development</td>
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<td>John W. Lasky</td>
<td>Temple University Health System</td>
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<td>Richard Lazer</td>
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<td>Gabriel Mandujano</td>
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<td>Wash Cycle Laundry, Inc.</td>
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<td>Norma Romero Mitchell</td>
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<td>Benefits Plus Consulting Group</td>
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<td>James Nichols</td>
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<td>PA Bureau of Workforce Partnership and Operations</td>
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Due to the Covid-19 crisis, there was an abbreviated agenda.

PHILADELPHIA WORKS
MEETING AGENDA

March 19, 2020 | 9:00 – 10:00 A.M.
Location: Philadelphia Works, 1617 JFK Blvd., 13th floor, Philadelphia PA, 19103
Presiding: William Strahan, Chair

Welcome and Special Reports

I. Opening Remarks
   | William Strahan

Committee Actions

I. Finance Committee
   | Dale Porter
   - Committee Update
   - **ACTION:** Approve the GASB audit for PhilaWorks FY2019 (p. 31)
   - **ACTION:** Approve Financial Statement for the Six-month Period Ending December 31, 2019 (p. 33)

II. Youth Standing Committee
   | Kimberly McCaffrey
   - Committee Update
   - **ACTION:** Approve the Youth Workforce Development Services Contract Recommendations (p. 35)

Adjournment

| William Strahan
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CONSENT AGENDA ITEMS

Overview

The following items are on the Philadelphia Works Consent Agenda for March 19, 2020:

- Philadelphia Works Update (p. 3-8)
- December 12, 2019 Board Meeting Summary (p. 9-12)
- Committee Meeting Summaries and Reports for this Quarter (p. 13-27)

Items on the Consent Agenda will not be discussed unless requested by a Board member. The following is a brief overview of each item.

Philadelphia Works Update

This report highlights efforts and progress during the quarter. More details on the information and initiatives outlined in this report, as well as other efforts in which the Board is engaged, can be found in other sections within the board meeting briefing book, or are available at www.philaworks.org.

Meeting Summary: December Board Meeting

The Board is being asked to approve the draft meeting summary from the December 12, 2019 board meeting.

Committee Meeting Summaries

The Board is being asked to approve the committee meeting summaries included in today’s board briefing book.
PHILADELPHIA WORKS
UPDATE

Updates in this Report
Workforce Development System-wide Highlights
Youth System Highlights
Outreach and Communications

Workforce Development System-wide Highlights

Hospitality & Entertainment Industry Partnership
The Hospitality & Entertainment Industry Partnership held its first meeting Tuesday, February 25, at the Aloft Philadelphia Downtown. Eighteen hospitality and entertainment employers from the region attended the meeting. Two members from the Southeastern Pennsylvania Manufacturing Alliance (SEPMA) spoke on the benefits of joining an industry partnership and industry hot topics. There was also a discussion of opportunities to develop a partnership that works together to create solutions for workforce opportunities, and organizational and company needs with the goal of creating a stronger industry.

Pictured one of the guest speakers from the Industry Partnership.

EARN Redesign Status
The EARN Redesign continues its development across the Integrated System to include the implementation of the new Day 1 Orientation, Stabilization Pathway, Goal4 It™, Employer Framework, and realigning staff roles best that fit to the needs of the PA CareerLink® Philadelphia customers.

Philadelphia Works was granted State approval to scale-up Day 1 and the Stabilization Pathway to the PA CareerLink® North and Suburban Station Centers with implementation beginning in March 2020. As part of the EARN Redesign, PhilaWorks developed a pathway specifically for customers experiencing crises. For a fixed period of time, the Pathway affords customers flexibility in resolving to challenges that run comorbid with their need for employment. Philadelphia Works first introduced this pathway in Spring 2019 and has strategically implemented this procedure throughout the Integrated System. The Stabilization Pathway has proven to support EARN Customers, one who remarked: “Working with my [Resource Staff Member] was awesome. Very
understanding and a great listener gave me plenty of resources for my situation... I’m very blessed to have dealt with her for four weeks.”

Beginning February 2020, PhilaWorks staff began providing full oversight of the Goal4 It!TM curriculum and progress of training PA CareerLink® staff to support customers in successfully completing the EARN Program through goal-planning.

Philadelphia Works continues to champion the human-centered approach to the EARN Redesign and will showcase its progress at the 36th Annual PWDA Conference in Hershey, PA to present: “Crisis Mitigation: Using Case Management to Support Customers in Crisis” at the direction of Kataney Couamin, Manager of Integrated System; Tracy Crawford-Carter, Program Representative; and Alex Bauer.

**Opioid Training Activity**

The District 119C Training Fund (The Training Fund) continues to provide comprehensive services to combat the opioid crisis in Philadelphia. The goals of the grant include using workforce programming to contribute to reducing opioid use disorder and the resulting mortality rates from overdoses. The Training Fund has implemented a multi-level workforce strategy that includes providing training sessions for peer recovery specialists and direct-support professionals. Thus far, over 200 participants have been trained.

As a result of the intensive training offered, participants have expanded knowledge on innovative addiction counseling techniques, received job offers, imparted knowledge learned within their workplace, and built stronger relationships with employers.

One success story highlighting achievement in the program is a participant that was unemployed at the start of Certified Recovery Specialist (CRS) Training, and upon completion and certification, the participant was offered employment with Resources for Human Development (RHD). While engaged in the program, the participant took advantage of resume workshops and career counseling.

The Training Fund has done extensive outreach to promote services offered, participating in an event with the Directors of Recovery Houses organized by The Philadelphia Mental Health Care Corporation (PMHCC). This allowed staff to engage potential partner agencies across the Philadelphia region.

**Youth System Highlights**

**WorkReady Summer 2020**

Philadelphia Works enhances our efforts to support youth and young adults. Philadelphia Works was awarded additional Business Education Partnership funds to continue our efforts to help middle school youth as they transition to high school. This demonstration project allows Philadelphia Works and partners to engage students and build their families’ interests in middle-skill, high-skill, and professional careers in target industries. By focusing on specific sectors aligned with local Career and Technical Education programs, we gain an opportunity to excite students and their families as they learn about and complete the application process for high school. This project will help students and families begin to plan a career pathway as early as sixth grade.

Philadelphia’s WorkReady Summer 2020 program is in motion! WorkReady addresses the importance of youth employment by providing young people an opportunity to learn as well as allowing employers the opportunity
to gain new energy, creativity, and youth input at their companies. The WorkReady Summer 2020 participant application is available now at workready.org. Employers can partner with WorkReady Summer 2020 as investors and/or as worksites who host youth interns. To get connected, please visit: https://www.pyninc.org/forms/supportworkready to complete an interest form.

**Summer Jobs Cabinet**

Philadelphia Works is an active member of the Summer Jobs Cabinet. The Cabinet is a group of individuals, foundations, and organizations that have come together to support summer jobs. Philadelphia’s economy is growing, and summer jobs are becoming more and more important. Youth need summer work experience. Employers need young talent. All of us need Philadelphia to be a city that gives young people the tools they need to succeed.

That’s why in 2020 we are asking YOU—community members, employers, investors, philanthropists—to step up to ensure that every young person who wants a summer job can have one. Our goal is to raise $5 million in new funds for Summer 2020, and every dollar helps. Achieving this goal will take all of us working together. Donate here: https://www.workready.org/donate.

**Outreach and Communications**

Remember to follow/connect with Philadelphia Works on social media and in the PhilaWorks Newsroom:

![Staying Connected](https://example.com)

**Brand Ambassador’s Series**

Philadelphia Works concluded its Brand Ambassador’s training series with staff. During three training meetings, Philadelphia Works staff were peer trained as organizational “Brand Ambassadors.” This training included brand awareness and accountability, email etiquette, and social media best practices. Staff are now aware of their role as a brand ambassador and can:

1. Represent the Philadelphia Works brand in a positive light
2. Raise brand awareness around Philadelphia Works’ role in the workforce system
3. Gather feedback and provide valuable insight to our brand reputation
4. Hold workforce system partners and providers accountable to the Philadelphia Works brand

**Philadelphia Works Honored at Solas 2020**

On February 27, 2020, Philadelphia Works President and CEO H. Patrick Clancy received the Atlas Award for Advancing Opportunity from the Welcoming Center for New Pennsylvanians. The award was given due to the contributions made by Patrick and PhilaWorks to diversify business talent pipelines through developing an
accessible pool of work-authorized immigrants at all skill and education levels. For 17 years, Philadelphia Works has proudly funded training programs focused on connecting immigrants to the local workforce through the Welcoming Center. Their most recent partnership, the International Professionals Program, helps immigrants with advanced degrees who are unemployed or underemployed, to access the labor market in Philadelphia.

National Association of Workforce Boards (NAWB) 2020 Forum in March

Philadelphia Works will represent Philadelphia’s Workforce System at the forum. NAWB has accepted two of Philadelphia Works’ workshop proposals. On Sunday, March 22, H. Patrick Clancy will present *Getting More for Your Money: Expanding Workforce Board Services Through Pay for Success* with Ashley Putnam (Federal Reserve Bank), Brooke Valle (San Diego Workforce Partnership), and Rasmi Kare (Social Finance); Dawn Thomas and Damarah Brown will present *Your WDB has a Brand: How Ignoring it can Hurt your Workforce System* with Rachel Dukeman (R&R Creative).

Philadelphia Works Contributes to Key Workforce Thought Leadership Panel

On January 9, 2020, Dr. Meg Shope Koppel, Chief Research Officer, represented Philadelphia Works at the Philadelphia Business Journal’s 2020 Economic Forecast. As a leading expert, Dr. Shope Koppel spoke about workforce trends, the state of the local economy, and provided insight on what key drivers will be relevant for the year ahead.

Lyft & Philadelphia Works Partner

PhilaWorks partnership with Lyft. The “ride-hailing” company launched its Jobs Access Program in Philadelphia by collaborating with Philadelphia Works to help those transitioning into employment. The program issued 300
ride credits worth $10 each to assist PA CareerLink® customers who might face transportation barriers around interviewing, initial employment, or training opportunities.

**Analytics and Press Reports:**

**Website Analytics Snapshot**

Based on available data from November 22 – March 1, 2020, there were a total of approximately 17k website sessions, an increase of about 2k from the previous period and 14.8k unique users, an increase of about 4k from the previous session. Our bounce rate remained the same, while the percent of new sessions slightly dropped.

While most of our website traffic is organic, we are pleased to report that our referral traffic (people being told to go to our website for their exact need) is significantly up. Facebook remains the strongest social traffic platform.

**Philadelphia Works Press Releases**


**Workforce Remains a Priority in Pennsylvania’s Progress** (2/7/2020) Governor Tom Wolf addresses key workforce challenges for both career seeker and employer in latest state budget address.

**Other Press, Media, and References:** Instances where Philadelphia Works and/or staff were highlighted, mentioned, referenced, or quoted through public facing platforms:

- “Philadelphia youth jobs program seeks business community's help for $5M campaign,” an article published in the Philadelphia Business Journal, quoted Patrick as he emphasized to the business sector the benefits of giving young people career opportunities early on.

- Patrick T. Harker, President and CEO at the Federal Reserve Bank in Philadelphia held a speech campaign titled, “The Opportunities of a Tight Labor Market.” Mr. Harker references the bank’s partnership with Philadelphia Works in its innovative workforce training model, Pay-for-Success.

- “Nurturing Tomorrow’s Workforce,” an article published by the *Philadelphia Citizen* on February 11, 2020, highlights the success of PowerCorpsPHL, a Philadelphia Works investment. PowerCorpsPHL is a City of Philadelphia workforce development initiative operated by the nonprofit Education Works, that
thoughtfully addresses three of our city’s biggest challenges—youth disconnection; youth violence; and citywide environmental sustainability.

- San Diego Workforce Partnership published this press release “Income Share Agreement Statement of Principles Establishes Best Practices to Protect Students | San Diego Workforce Partnership,” naming Philadelphia Works as one of six partners collaborating in the Workforce Income Share Agreement (ISA) Learning Community, a project of the San Diego Workforce Partnership. The partnership released its first resources for workforce boards and other entities interested in standing up student-centric income share agreement (ISA) funds in their local area—ISAs in Workforce Development: A Statement of Principles.

In the Community:

On Tuesday, February 18, 2020 Philadelphia Works’ community outreach team joined community leaders at Rep. Stephen Kinsey’s Step Up Stand Down, Community Anti-Violence Meeting to share how workforce opportunities can help to reduce violence and create safer neighborhoods.
Welcome

Mr. William Strahan, Chair, called the meeting to order at 9:00 a.m. MOTION was made to approve the consent agenda. ACTION: the motion was approved unanimously.

CEO Report

Mr. H. Patrick Clancy provided an update on continuously evolving activities at Philadelphia Works.

Citizens Bank Regional Maritime Training Center
Since opening on October 3, 2019, the center has trained 110 workers, in CDL, forklift, and crane operation training programs.

Pay-for-Success
This program allows Philadelphia Works and Comcast to jointly select a training provider for 75 individuals, over three years, in Comcast’s business-to-business sales department. Once trainees maintain employment over three years, Philadelphia Works will receive reimbursed from Comcast for training costs. The first cohort of will begin when Comcast has a hiring need, most likely in February.

National Apprenticeship Week
During the week of November 11, 2019, about 15 activities occurred throughout Philadelphia. Cheryl Feldman shared progress on creating a statewide infrastructure for early childhood education apprenticeships. Other apprenticeship activity included Partnership to Advance Youth Apprenticeships and continuing work with Women in Nontraditional Careers.

Lyft
A press conference for Lyft was held in City Hall yesterday, December 3rd. Lyft is partnering with us on the Access to Jobs Program by donating 300 subsidized rides for our customers to attend job interviews or maintain employment.

Grants Awarded
The following funding has been awarded: $700,000 in Dislocated Worker Funds. This funding will provide services to dislocated workers with the added flexibility of providing services to adults; $137,900 Business Education Partnership (BEP) Grant. Philadelphia Works, with their partners
the Philadelphia Youth Network, STEAM Works Studio, the School District of Philadelphia and employer partners, will provide career exposure to 7th and 8th grade students. This project will engage students and build their families' interest in middle-skill, high-skill and professional careers in high-priority industries; $200,000 Teacher in the Workplace grant which will enable teachers to visit local employers and learn the skills and industry trends to enhance their classroom instruction, student learning, and career readiness.

**Upcoming Grant Opportunities**

$3.5M Next Generation Industry Partnership Grant to build on transportation and logistics, advanced manufacturing and hospitality $2.5M State Local Internship Program (SLIP) which provides for summer internships with local employers to give participants real-world work experience and career-readiness skills they need to pursue future employment. However, this year the funds have new restrictions: 35 percent employer match requirement and 40 percent of participants must be WIOA eligible.

**2020 Census**

Thousands of individuals will be needed for the Philly Counts initiative which is the City’s effort to support the next United States Census. Philadelphia Works will work closely with the Complete Count Committee in their efforts to fill census jobs and increase understanding about the importance of the census.

**National League of Cities Technical Assistance Grant**

Philadelphia was selected as one of seven cities nationally to take part in the Kresge Foundation’s technical assistance initiative, Cities Addressing Basic Needs to Promote Postsecondary and Workforce Success. The initiative is part of a national effort that aims to ensure students can complete college degrees and earn industry credentials without facing hardship in meeting basic needs like food, housing and transportation.

**Youth Programs**

The application to participate as a youth vendor is currently open. A bidders’ conference is scheduled for December 19, 2019. Proposals are due in January 2020 and programs will begin in July 2020.

**Mr. Clancy announced**

Philadelphia Works received the Philadelphia Inquirer Diversity & Inclusion Award which recognizes the region’s leaders impacting the world of business with innovative diversity programs and inclusive workplace initiatives; and, The Welcoming Center for New Pennsylvanians Atlas Award for Advancing Opportunities for New Pennsylvanians Philadelphia Works and President and CEO H. Patrick Clancy were awarded for contributions made to diversify business talent pipelines through developing an accessible pool of work-authorized immigrants at all skill and education levels. Additionally, Dr. Beatriz Garces, board member, was

**STAFF:**

H. Patrick Clancy
Melissa Aniagoh
Eleanor Avery
Patricia Blumenaue
Sheila Boornazian
Damarah Brown
Nicole Carter
Katenev Couamin
David Erwin
Marianne Fuccio
Sue Hoffman
Lisa Johnson
Michael Joynes
Joseph Kindt
Joseph Kozlowski
Kimberly McCaffrey
Dale Porter
Hillary Shayne
Meg Shope Koppel
Timothy Smith
Ronald Story
Dawn Thomas
Nichol Wilkins
Gail Winkle
Candice Woods
recognized by the Community College of Philadelphia for the dental assistant internship program at Garces Dental Group.

**Finance Committee**

Mr. Dale Porter provided details on the 1st quarter of fiscal year 2020. He noted that Philadelphia Works is fully funded through the year, are fulfilling our obligations; and, are in good financial standing.

**MOTION** was made to approve: Financial Statements for three months ended September 30, 2019. **ACTION:** the item was approved unanimously.

**Youth Standing Committee**

Mr. Patrick Eiding provided an update from the last meeting of the committee. He noted that plans to apply for multiple state funding opportunities were discussed. In partnership with Philadelphia Youth Network (PYN), an RFP for programs funded by TANF will be released in early 2020.

Ms. Kimberly McCaffrey announced that 112 proposals resulted from the RFP. They were sorted into two tiers: Tier 1 - scored 75 or higher, Tier 2 - scored between 55 and 75. However, if approved, tier 2 proposals would need further effort to be fully funded. The committee recommended that the board approve the entire list of providers.

**MOTION** was made to approve the recommended list of providers as presented. **ACTION:** the motion was approved unanimously.

**Communications**

Ms. Dawn Thomas explained Philadelphia Works is embarking on more public-facing outreach, and it is imperative that our mission and vision statement be strong and aligned with Board priorities. Philadelphia Works’ new brand and communication strategy is grounded in analytics and focuses on how we can communicate the various types of work we do to our stakeholders in the simplest way possible.

**MOTION** was made to approve the updated mission and vision statements as presented. **ACTION:** the motion was approved unanimously.

**The Gig Economy**


Mr. Tom Foley of the Pennsylvania Department of Labor presented on the state’s exploration of the gig economy which is being examined over many departments. Mr. Foley noted that gig economy has a tech connotation, but this is not inclusive of many gig jobs i.e., babysitting, elder care.

Ms. Stephanie Peet of Jackson Lewis LLP presented on the legal implications of employing gig workers. Employers need to be mindful to properly define workers as employees versus gig workers.

Kenneth Chin shared his perspective and lived experience as a freelancer.

**Adjournment**

With no further business to discuss, the meeting was adjourned at 5:00 p.m.
Welcome and Approval of Minutes

Ms. Heloise Jettison called the meeting to order at 9:04 a.m., followed by an introduction of meeting attendees and the organizations represented. **MOTION** was made to approve the minutes from November 21, 2019 as distributed. **ACTION:** the motion was approved unanimously.

Tech Industry Partnership

Ms. Kim Stott announced that in partnership with the Chamber of Commerce of Greater Philadelphia, we are re-launching Philadelphia Works’ technology industry partnership (IP). Ms. Stott met with 42 employers over the past six weeks to invite them to participate in this IP. Twenty companies are currently confirmed to attend the inaugural meeting on March 18. This first meeting will be for employers only. A meeting for employers and the workforce will be held at a later date. The goals of the IP are to help bring more diversity into the tech sector, support the industry’s growth in the Philadelphia region, and to help connect populations in need with family-sustaining careers. Challenges include tech companies’ internal training programs that disincentivize them from hiring external people for entry-level positions, employers’ expectation that entry-level employees will have degrees (though with proper training that is often unnecessary for a tech skillset), and a widespread deficiency with math and problem-solving skills essential for tech training. Ms. Stott requested feedback about when to bring companies’ Chief Information Officers to the table. The committee discussed recruitment strategies and how this IP could help bridge gaps.

Business 2 Business Ecosystem Building for Office of Workforce Development

The Office of Workforce Development (OWD) and Philadelphia Works are continuing work on Business 2 Business ecosystem building. Ms. Stott reviewed work that has been ongoing and shared that some of the OWD’s Business 2 Business ecosystem building comes through the Employer of Choice (EOC) Awards. The first EOC Awards was held last year, and the 13 organizations that won were able to immediately identify some synergies. OWD is focusing on connecting employers to each other so they can share best practices among themselves, system and their diversity and inclusion.
The application for the 2020 EOC will be launched on April 1. The next leaders’ breakfast for all winners will be held in September.

**Training Programs**

Over the next couple of months, Philadelphia Works will do a deeper dive into our training programs and will reach out to individual Board members to solicit feedback on our investments.

**Manufacturing Employment Decreases**

Mr. H. Patrick Clancy led a discussion about employment and wage decreases in the manufacturing industry. Committee members noted that manufacturing companies are likely experiencing employment decreases due to major changes in federal policy or newly imposed tariffs. Tariffs are also leading industries like car manufacturers to move production abroad, causing further unemployment among manufacturing workers. The closure of oil refineries as we transition to renewable energy sources may also be leading to employment decreases.

**New Supplemental Nutrition Assistance Program (SNAP) Legislation**

Mr. Clancy led a discussion about the federal administration’s changes to how public benefits are administered. Previously, any able-bodied adult without dependents (ABAWD) earning $1,600 a month or less can collect $194 a month in food stamps with no work requirement in Philadelphia. The federal government is now requiring states to impose work requirements on everyone receiving benefits, starting on April 1. Everyone must work 80 hours a month, volunteer for 26 hours a month, attend an educational or training program half-time, or obtain a medical waiver releasing them from these requirements in order to receive SNAP. There is a three-month grace period of noncompliance before benefits are revoked, so July 1 thousands will lose their benefits, potentially without warning.

The most impacted regions will be North and West Philadelphia, where Black/African American citizens will be disproportionately affected. The state currently has no specific plan or budget for managing this transition. Philadelphia Works and our city colleagues are working to fill the gaps – specifically regarding awareness of the upcoming changes. Potential approaches discussed include providing a cash stipend to affected citizens; creating multi-lingual informational sheets on compliance to be distributed with the census; running informational advertisements in newspapers, targeted to regions that will be most affected. Philadelphia Works has proposed partial solutions to the state, including asking for resources to open interim Centers in highly impacted areas and operating an 800 number where citizens can obtain more information and be directed toward appropriate resources. Philadelphia Works will continue to work with our city, state, and nonprofit partners to address this impending issue.

**Adjournment**

With no further business to discuss, the meeting adjourned at 10:31 a.m.
Chair Welcome

Mr. William Strahan, Chair, called the meeting to order at 3:00 p.m. **MOTION** was made to approve the following agenda items: Executive Committee Meeting Summary of September 11, 2019; CEO report; Committee Reports and Action Items to be presented to the full board, and the draft Board Meeting Agenda for December 12, 2019. **ACTION:** all items were approved unanimously.

CEO Report

Mr. H. Patrick Clancy provided an update on continuously evolving activities at Philadelphia Works.

Citizens Bank Regional Maritime Training Center
110 PhilaPort newly employed and incumbent workers have been trained at the center to date. Philadelphia Works is applying for $200,000 under the PA Smart Grant to continue training efforts.

National Apprenticeship Week
Throughout the week of November 11, there were several well planned and executed events and demonstrations representing apprenticeships in Philadelphia. District 1199C welcomed a visit from Governor Wolf for their Early Childhood Education Apprenticeship program.

Pay for Success
We are working closely with Comcast and anticipate a training program to begin in January or February. Once the business to business sales position candidates are identified, training will begin. Philadelphia Works will fund the training program initially and then, based on retention benchmarks, we will be reimbursed by Comcast.

Lyft
A press conference for Lyft was held in City Hall yesterday, December 3. Lyft is partnering with us on the Access to Jobs Program by providing 300 discounted rides to job interviews. Also included will be newly hired individuals that will not have an income during their initial two weeks on the job.

National League of Cities Technical Assistance Grant
Philadelphia was selected for a technical assistance grant. The grant will enable Philadelphia to study college persistence for inner city youth, in particular first-generation youth. Philadelphia Works will partner with the City’s Office of Workforce Development, the City’s Health and Human Services Department, the Community College of Philadelphia and the School District of Philadelphia. We are part of a national group of awardees.
**New Grants Awarded**

The following funding has been awarded: $700,000 in Dislocated Worker Funds. This funding will provide services to dislocated workers with the added flexibility of providing services to adults; $137,900 Business Education Partnership (BEP) Grant. Philadelphia Works, with their partners the Philadelphia Youth Network, STEAM Works Studio, the School District of Philadelphia and employer partners, will provide career exposure to 7th and 8th grade students. This project will engage students and build their families’ interest in middle-skill, high-skill and professional careers in high-priority industries; $200,000 Teacher in the Workplace grant which will enable teachers to visit local employers and learn the skills and industry trends to enhance their classroom instruction, student learning, and career readiness.

**Upcoming Grant Opportunities**

$3.5M Industry Partnership funding will be directed to PhilaPort, advanced manufacturing and hospitality. We will engage with various City of Philadelphia departments to identify other industries as potential partnerships; $2.5M State Local Internship Program (SLIP) which provides for summer internships with local employers to give participants real-world work experience and career-readiness skills they need to pursue future employment. However, this year the funds have new restrictions, 35 percent employer match requirement, and 40 percent of participants must be WIOA eligible.

**Youth Programs**

A Request for Proposals for year-round services for youth will be available within the next two weeks.

**One-Stop Operator**

One-Stop Operator contract is currently with Eckerd Connect. However, since Eckerd was awarded a contract to manage services at the PA CareerLink® in West Philadelphia, it would be a conflict for their organization to function as the One-Stop Operator as well. A Request for Proposals for the One-Stop Operator is currently being developed.

**Gig Economy**

Mr. Clancy announced that at the next meeting of the board, we will hear from a panel of speakers on the Gig Economy. Stephanie Peet, employment attorney, will present on classification of workers; the Bureau of Labor Statistics will frame the definition of a gig worker; a compliance manager from the City of Philadelphia will provide findings, and Tom Foley a policy fellow with the PA Department of Labor and Industry will report on a statewide analysis. Seven percent of the workforce, or 51,000 individuals, are considered gig workers.

**Domestic Worker Bill**

Mr. Clancy reported that Philadelphia City Council unanimously passed the domestic worker bill which provides basic labor protections to domestic workers. Nannies, housekeepers, and caregivers are considered domestic workers. This legislation will guarantee that in-home workers accrue paid leave and sick days even if they work for multiple employers.

**Youth Committee**

112 proposals resulted from the RFP. They were separated into 3 tiers: Tier 1 - 90 proposals that met all the criteria; Tier 2 – 21 proposals that met most of the criteria and can be enhanced for full compliance; Tier 3 - 1 proposal that was not accepted.
**MOTION** was made by Mr. William Strahan to approve the recommended list of programs in Tier 1 and Tier 2 deemed to be fundable up to the current level of funding. No approval of Tier 3. Pocket abstention for any of interest. **ACTION:** approval was unanimously.

**Finance Committee**

Mr. Dale Porter provided details on the first quarter of fiscal year 2020. As evidenced by a review of the revenue table for this period the finances are proceeding as planned. Mr. Porter highlighted that we continue to grow and are up to $71M with the possibility of receiving additional funding going forward. Mr. Porter further noted that, due to new programs and initiatives, prior TANF advances from the Commonwealth are now being spent. It is projected that by the end of this fiscal year those funds will be exhausted, and we will be subsisting solely from the revenue that is awarded every year.

**MOTION** was made to approve Financial Statements for three months ended September 30, 2019. **ACTION:** the item was approved unanimously.

**Communications Update**

Mr. Clancy reported that a social media blitz is underway. The marketing material, being developed under the new PA CareerLink® Philadelphia branding, will be sent to the Board for review. We have hired staff for community relations efforts and continue to work with the Philadelphia Police Department in communities of perceived high violence. The mobile unit which roams various communities to connect individuals to services is ready to go whenever and wherever the need is greatest.

**Lead Abatement and asbestos removal**

Mr. Clancy advised that he is attending a meeting with the PA Delegates for Philadelphia County along with representatives of the City to discuss the lead abatement and asbestos removal issues in Philadelphia schools. We will request that the delegates devise a way to leverage young people to learn the much-needed skills through a workforce program by partnering with lead-abatement certified trainers. The training could be an immediate boon for young people and schools in their communities. We will propose that the training and wages be funded as a transitional job, for a period of time, to work in Philadelphia schools. Although the work could be done over the summer, we need to begin the training quickly to be ready when the schools close.

**Adjournment**

With no further business, the meeting adjourned at 4:30 p.m.
Approval of Prior Meeting Minutes

The meeting was called to order at 9:00 a.m. MOTION was made to approve the Finance Committee meeting summary of December 3, 2019. ACTION: the item was approved.

Audit Presentation FY2019, Draft Audit Report

Irene Davis and Jeanette Carmona of Mitchell Titus the Independent audit firm presented the FY2019 draft audit report and required communication to the Finance Committee. The audit opinion is unmodified with no findings or questioned costs. The draft audit was approved by the Finance Committee.

Operations Narrative and Financial Statements for six months ended December 31, 2019

Mr. Christopher Santarelli presented the financial statements for the six months ended December 31, 2019.

TANF Adult - we anticipate being fully funded for the FY2020 expenditures. WIOA Adult/DW in November we received approximately $600k in blended funding from the Commonwealth.

FY2019 Executed Contracts

Previously executed contracts were presented to the group for disclosure purposes only and does not require approval.

Adjournment

With no further business to discuss, the meeting was adjourned at 10:00 a.m.
Welcome and Remarks

Ms. Norma Romero-Mitchell called the meeting to order at 3:00 p.m. MOTION was made by Ms. Romero-Mitchell to approve the November 4, 2019 meeting minutes. Mr. Nolan Atkinson moved to approve the minutes and Ms. David Crossed seconded the motion. ACTION: The meeting minutes were approved unanimously.

Ms. Romero-Mitchell, on behalf of the Human Resources Committee, is requesting a change in status from a standing committee to an ad-hoc committee; thereby changing their meeting schedule from quarterly to as needed for special projects. In late 2020 an adjustment to the bylaws will be submitted to the State for review and approval. Until the status change is approved, the committee will continue to meet quarterly.

Diversity and Inclusion Update

It is a goal of the Human Resources team to implement and sustain a Diversity and Inclusion Strategy at Philadelphia Works Inc. After conducting a thorough selection process, they have contracted with Ms. Uva Coles, Associate Vice President of Civic and Global Engagement at Widener University to support the implementation of this strategy. Ms. Coles has laid out a framework of deliverables which will support a sustainable inclusive and diverse culture. Initiatives will begin in April/May 2020.

Management Development

The Power of Leadership Simulation

The management team enjoyed the Leadership Works Program; however, they do not want any more classroom-style training. They prefer practical training. Human Resources spoke to the Leadership Works Consultant and she recommended The Power of Leadership Simulation. Management attended this simulation on January 29, 2020. The simulation put the management team in an environment of conflict and divided them into three groups: the upper class, middle class, and lower class. Management spent three hours competing against each group. Towards the end of the simulation, each group talked about how they felt in their respective groups. Unfortunately, there was not enough time to discuss how we can apply lessons learned. Staff will use the management meeting tomorrow to break into their respective groups and continue the discussion of how, we as managers, can use the lessons learned to improve how we manage and communicate with our staff, peers, and leaders. In about six months staff will do another simulation with the entire organization that is culture-based and complement the diversity and inclusion strategy. Ms. Boornazian will share a link with the committee on the different simulation training that is offered by the Simulation Training System.
Leadership Works Program II
Staff is beginning another session of the Leadership Works Program. Since the last training, we have hired a few managers and promoted existing staff into management positions. We went through an exercise for identifying high potentials, staff members that do not have management responsibilities, but we see potential in these staff members growing within our organization. We want to invest in their growth and provide them the tools for succession planning. On March 4, 2020, the new managers and high potential staff members will attend Leadership Works Program II.

New Policies

Personal Leave Policy
Ms. Boornazian discovered through a non-profit group affiliation that many non-profits provide two weeks of paid leave for personal emergencies/crisis. As of late, we had a few staff members that experienced some personal emergencies. As a result, HR created a personal leave policy with two weeks paid leave and included specific parameters and guidelines.

Telecommute Policy
Some staff members telecommute, and Philadelphia Works did not have a policy in place for this. HR formalized a telecommute policy with specific parameters to maintain equity within the organization.

Staff Updates
Staff hired five new employees – Alyssa Tombler, Training Initiatives Program Representative; John Daly, Compliance Officer; Jamie Jelly, Senior Manager of Data Performance and Labor Market Information; David Lynn, Research Analyst II; Cassandra Shavney, Apprenticeship Program Specialist.

Adjournment
With no other business to discuss, the meeting was adjourned at 3:24 p.m.
Welcome and Approval of Minutes

Ms. Heloise Jettison called the meeting to order at 10:05 a.m., followed by an introduction of meeting attendees and their organizations represented. **MOTION** was made to approve the minutes from November 14, 2019 as distributed. **ACTION:** the motion was approved unanimously.

One-Stop Manager Report

Ms. Jeanne O’Brien updated the committee on her activity over the past quarter, with an eye on her imminent transition out of the One-Stop Operator role on February 28. In her role, Ms. O’Brien has been conducting partner visits, strengthening Philadelphia Works connection to the Jobs Plus program, and coordinating privacy and safety training for PA CareerLink® Centers.

Regarding technical support, Ms. O’Brien shared that the Office of Vocational Rehabilitation (OVR) is currently conducting accessibility reviews of all PA CareerLink® Centers, and those evaluations will be completed Thursday. Ms. O’Brien has been reviewing the PA CareerLink® Centers’ use of the Commonwealth Workforce Development System (CWDS) to refer customers to partners as well as to other centers. Database development is still in process.

Regarding partner engagement, Ms. O’Brien participated in a University of San Diego program through the National Association of Workforce Development Boards (NAWB) to achieve a Certified Workforce Development Professional certification, similar to what Philadelphia Works has offered to our partners in the past. She also attended the PA Apprenticeship Summit and took the “Apprenticeship 101” class and thinks it would be beneficial for all employees to access that information. Ms. O’Brien has also been assisting with technical support for Title II partners, the OVR Americans with Disabilities Act review, the implementation of a Trauma 101 Sanctuary Model training offered by Women Against Abuse, and training for priority services for veterans. Philadelphia Works has also been working with the System-wide team to improve our processes for engaging with partners. Finally, the next MOU Partners Gathering will be an introduction to the new One-Stop Operator vendor.

Concerning system reporting, Ms. O’Brien has trained program and IT staff on the use of Text Telephone for the Deaf (TTD). She recommended disability sensitivity training be offered at all centers. Finally, Ms. O’Brien assured the committee OVR is adequately funded.
Transition Updates

Mr. Tyrone Hampton, Jr. informed the committee Philadelphia Works is moving forward with Thomas P. Miller & Associates for the One-Stop Operator contract. Mr. Hampton had an onboarding call with Thomas P. Miller and was impressed by their previous experience and readiness for the role. Next week Mr. Hampton will coordinate contract negotiations with the Philadelphia Works finance team. Once the contract is finalized, Thomas P. Miller will meet the Philadelphia Works team in person, and they expect to have someone in the One-Stop Operator position by March. Committee members asked where this job description is posted; Mr. Hampton stated that Thomas P. Miller has posted it on their website and agreed to forward the description to committee members so they can circulate it among their local networks.

Department of Health and Human Services Updates

Mr. Hampton provided abbreviated updates on behalf of Ms. Patricia Blumenauer, who was slated to provide updates in detail but was absent for jury duty. The Department of Health and Human Services (DHHS) has outlined several changes beginning July 1, including changing retention from the current six-month period to a 12-month period, potential budget changes, and referral changes that may decrease TANF enrollments in PA CareerLink® Centers. Ms. Blumenauer and Mr. H. Patrick Clancy have submitted a set of questions to DHHS for further clarification and are awaiting a response.

Thank You to Jeanne O’Brien

The committee wholeheartedly thanked Ms. O’Brien for her dedication and success in the One-Stop Manager role and wished her the best in her future endeavors as she transitions from the One-Stop Operator Committee.

Adjournment

With no further business to discuss, the meeting adjourned at 10:57 a.m.
Welcome

The meeting was called to order at 10:05 a.m. Dr. Meg Shope Koppel welcomed committee members. The meeting summary was previously approved unanimously.

SNAP and EARN Policy Updates

Beginning April 1, 2020, new mandatory work requirements will be implemented for Able-Bodied Adults without Dependents (ABAWD) SNAP 18 to 49-year-old recipients. Those 50 years old and older are being waived. There has never been a requirement for ABAWD individuals in Philadelphia due to a state waiver on high unemployment rates. This waiver will no longer be approved by the federal government. Philadelphia has 36,529 who are ABAWD SNAP recipients. Of the 36,529 who are enrolled as ABAWDS, 8,000 are age 18 to 24 years old. Some may have aged out of foster care. We feel different strategies are needed to help these younger individuals, such as outreach to connect them with a GED, which is an allowable exemption for work, or our summer youth program. There are 14,000 recipients ages 34 to 45. We are not sure if they know what services the PA CareerLink® Philadelphia centers provide as in resume help and technology/Internet knowledge.

A single person receives $194.00 a month of Supplemental Nutrition Assistance Program (SNAP). An individual can keep their benefits if they are working 80 hours a month, doing community service 26 hours a month, enrolled in a training or educational program at least half-time, or has a medical exemption signed off by a physician or clinical social worker. Volunteering is not the pathway for most residents over the long run to maintain the $194.00 monthly benefit. With the new requirement, recipients who do not meet exemptions or work or volunteer may receive no more than three months of SNAP benefits in three years effective April 1 and will be at risk of losing their benefits July 1, 2020. There is a concern for those transitioning from prison, completing a rehabilitation program, or coming out of domestic violence, as this is often the first benefit received. Meetings were convened with the City and the state for coordinated communication and resources. Local libraries, United Way, Catholic Social Services and large faith-based organizations are being engaged to help. Another important effect of the change in policy is the financial impact on the stores and supermarkets who receive SNAP money. If many beneficiaries are denied benefits, this will contribute to the high poverty rate, and possibly cause crime to increase.

The state is looking to redesign the EARN program. The state will no longer do assessments at the County Assistance Offices (CAOs), the CAOs will send us individuals based on their time receiving TANF benefits. Those receiving TANF benefits for 1 day and 59.5 months will come to the EARN program. Those receiving
benefits for 60 months or longer will be in the WorkReady Program. WorkReady currently is a program for individuals who are not prepared to go to work due to housing, mental health issues, or other barriers. Philadelphia Works believes that those TANF recipients with benefits exceeding 60 months will need additional skills training, or intensive placement support and might best be served in the EARN program.

New metrics are being developed by the state for EARN program performance. For this newly envisioned EARN program, the target placement rate has been proposed at 70 percent, currently it is at 50 percent. Other metrics are based on retention much like the WIOA measures. Our TANF customers need extra support and services to be successful at job search, placement and retention. We are hopeful the system will retain the resources to best serve our customers. As part of the newly proposed program, Philadelphia Works would be required to hire licensed clinical social workers by July 1, 2020. 80 percent of our customers must have an opportunity to meet with the social workers. Philadelphia Works wrote a response to the state about the proposed EARN program requesting clarification of the changes and we are awaiting feedback.

**Gig Economy**

Dr. Shope Koppel provided an update on the City’s initiative on the future of work. The gig economy is one component of the initiative. The Office of Workforce Development has taken the lead on stakeholder meetings on the gig or on-demand economy that include Mr. Clancy and other Philadelphia Works staff. The City has seen an increase in the number of people filing 1099s. Individuals filing a 1099 may be at the end of their career, consultants, contingency workers, or drive for Lyft or Uber and have enough earnings or hours to file a 1099. Other on-demand workers might be working lower paying jobs as in providing childcare on an hourly basis. The City wants to do a request for proposal (RFP) to hire a consultant to survey those who file a 1099 to learn more about residents working in the gig economy. The survey will need to be short and mobile friendly. The strategy to engage respondents interested in completing the survey will be a challenge. The result will be recommendations on how we connect those who wish to have steady employment to workforce services.

**Automation**

We are seeing a dramatic rise of people who categorized themselves as clerical and administrative workers on Unemployment Compensation Exhaustees lists. We have been tracking the number of lower-level financial clerks filing for unemployment for some time and seeing these increase. Accounting competencies are reflecting a need for increased skills in programming or data analytics. This year opportunities in lower-level administrative positions are less available due to automation. Construction continues to be automated, but less so in cities than in more rural settings where workers are scarcer, and machines are not operating in tight spaces. We are building a strategy to help those losing their positions due to automation.

**Adjournment**

With no other business to discuss, the meeting adjourned at 11:26 a.m.
Welcome and Introductions

Mr. Daniel Fitzpatrick called the meeting to order at 9:07 a.m. MOTION was made to approve the minutes from November 21, 2019 as distributed. ACTION: the motion was approved unanimously.

Program Updates

Ms. Stephanie Gambone updated the committee on activities surrounding WorkReady summer programming and the #Allin4WorkReady campaign to raise funds and awareness.


Procurement Updates

Ms. McCaffrey reviewed Philadelphia Works’ procurement activity over the last quarter. Philadelphia Works and partners have been awarded multiple state opportunities.

Ms. Gambone provided an overview of E3, a local procurement focused on identifying and supporting the “next step” in out-of-school youths’ career paths. Proposals were due in February, the review period will be mid-March through April, and contracts will begin in October.

Action Item: Youth Workforce Development Services

Ms. McCaffrey provided an overview of the providers recommended to receive WIOA Youth funding to operate Youth Workforce Development Services contracts, pending funding and slot allocations for July 1, 2020 through June 30, 2021 with up to two years of renewal options. MOTION was made to approve the list of providers as distributed. ACTION: the motion was approved unanimously.

Adjournment

With no further business to discuss, the meeting adjourned at 11:32 a.m.
Action Items
Action Item:
Approval of the FY2019 GASB Audit
Philadelphia Works

Action
The Philadelphia Works Board of Directors is asked to approve the audit for the year ended June 30, 2019 as recommended by the Executive and Finance Committees.

Background
Philadelphia Works is required to have an annual GASB audit and IRS Form 990 completed and filed. The audit is filed with the federal clearinghouse and is due within nine months of fiscal year end. Included in the GASB annual audit are Statements of Net Position and Government Fund Balance Sheet, Statements of Activities and Government Fund Revenues, Expenditures and Changes in Fund Balance, Statements of Fiduciary Net Position and Statements of Changes in Fiduciary Net Position for the years ended June 30, 2019 and 2018. Also included in the audit are Reports of Independent Auditors on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements and Report of Independent Auditors on Compliance for Each Major Federal Program. The IRS Form 990 due date is May 15, 2020 and will be made available to the board for review once finalized.

FY2019 Audit
There are no findings in Philadelphia Works audit for FY2019. The auditor’s opinion on the financial statements is unmodified and there are no instances of non–compliance noted in the reports on internal control and compliance. There are no questioned costs.

Recommendation
Approve the GASB audit for Philadelphia Works for FY2019.
**Action Item:**
Approval of the Financial Statements for the Six-Month Period
Ended December 31, 2019

**Action**
The Executive and Finance Committees recommend approval of the Financial Statements for the six-month period ended December 31, 2019.

**Background**
Philadelphia Works is required to prepare quarterly financial statements which are to be approved by the Finance and Executive Committees. Financial Statements include Balance Sheet, Statement of Activities, Cash Flow and administrative, and program expense projections.

**Recommendation**
The Executive and Finance Committees recommend the board approve the Philadelphia Works’ Financial Statements for six-month period ended December 31, 2019.
Action Item:
WIOA Youth Funding, Youth Workforce Development Services
Contract Recommendations

Action
Per the recommendation from the Youth Standing Committee (YSC) and the Executive Committee, the Board is asked to approve the listed providers (see handout) to receive Workforce Innovation and Opportunity Act (WIOA) Youth funding to operate Youth Workforce Development Services contracts pending funding and slot allocations for the period July 1, 2020 through June 30, 2021, with up to two years of renewal options.

Background
In alignment with local citywide initiatives and strategic priorities, Philadelphia Works released a request for year-round workforce development services and supports to Philadelphia’s youth and young adult job seekers and employers. Philadelphia Works sought applicants with experience serving youth and young adults, deep relationships with businesses and postsecondary training providers, experience with individualized case management and career guidance, and the ability to offer intermediate/advanced services in alignment with the Philadelphia Youth Network’s (PYN) Career Development Framework.

Awarded organizations will provider year-round delivery of the following:

1. Programming for opportunity youth without their secondary credential;
2. Programming for opportunity youth with their secondary credential;
3. Programming for opportunity youth with and without their secondary credential; or
4. Pre-Apprenticeship programming for opportunity youth with their secondary credential.

Procurement
In December 2019, a Request for Proposals (RFP) was publicly released. Prospective applicants were provided a detailed guide to submit a proposed scope of service and budget. Applicants were eligible to submit multiple applications for any of the four models. In January 2020, proposals were submitted, catalogued, and prepared for review by an independent review committee. An independent review committee reviewed all qualifying proposals submitted by utilizing a grading rubric that included:

- Organizational Experience
- Organizational Capacity and Past Performance
- Approach: Plans for Implementation of Service Requirements
- Budget and Budget Narrative
- Technical, Administrative and Fiscal Capacity

Recommendation
Approve the recommended list of providers (see handout) to receive the WIOA Youth investment for youth workforce development programs, pending available funding and slot allocations, for the period July 1, 2020 through June 30, 2021, with up to two years of renewal options.
Workforce System Quarterly Summary Report
System Quarterly Summary Report: Program Year 2019 2nd Quarter
October 1, 2019 – December 31, 2019

March 19, 2020
PHILADELPHIA WORKFORCE DEVELOPMENT AREA

Quarterly Summary Report
October 1, 2019 – December 31, 2019

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Summary of Metrics

Program Year 2019 Second Quarter

October 1, 2019 to December 31, 2019

Employment in Philadelphia 692,647
Unemployment in Philadelphia 39,790
Unemployment Rate 5.4%
Labor market Participation 732,437

Bureau of Labor Statistics: December 2019

On-Track

- WIOA customers in On-the-Job Training have increasing completion rates and retention rates after six months.
- A newer requirement for WIOA customers is an Individual Employment Plan (IEP). We are seeing increasing numbers of customers with a formal IEP in-place.
- We continue to increase the number of job orders entered by staff as a service to employers and increase penetration of our services in the city.

Cautionary

- Credential obtainment following completion of training through an Individual Training Account (ITA) needs to be watched closely to meet state performance goals.
- EARN customer referrals to the PA CareerLink® system by the County Assistance Office fell by about 19 percent. Our enrollment rate remains low at 41 percent for the year-to-date.

Major Investments Year-to-Date

- WIOA Adult & Dislocated Skills Initiatives and Worker Training: $2,783,349
- Integrated PA CareerLink® Philadelphia Services: $12,711,609
- Youth Services through multiple programs: $3,924,044
Metrics for PA CareerLink® Philadelphia

Program Year 2019 Second Quarter

October 1, 2019 to December 31, 2019

PA CAREERLINK® CENTERS IN PHILADELPHIA COUNTY

PA CareerLink® Philadelphia North
4261 N. 5th Street
Philadelphia, PA 19140
(215) 967-9711

PA CareerLink® Philadelphia Northwest
5847 Germantown Avenue
Philadelphia, PA 19144
(215) 987-6503

PA CareerLink® Suburban Station
1617 JFK Boulevard, 2nd Floor
Philadelphia, PA 19103
(215) 557-2592

PA CareerLink® Philadelphia West
3901 Market Street
Philadelphia, PA 19104
(215) 473-3630

Job Business Resource and Referral Center
7555 Castor Avenue
Philadelphia, PA 19149
(215) 473-3630
Services to Employer Customers

One-Stop centers help employers find suitable workers. Employers may enter job postings into the state system of record or request screening services from the PA CareerLink® Philadelphia staff. Philadelphia Works tracks several employer-customer metrics.

The Employer Market Share rate shows the market penetration of public workforce services available to employers. This metric is defined as a percent of all Philadelphia employers with more than one employee who received PA CareerLink® Philadelphia services or used the public workforce system, JobGateway®, for posting job orders in each quarter. Between October 1, 2019 and December 31, 2019, 948 employers engaged with the PA CareerLink® Philadelphia system. This represents 3.1 percent of all Philadelphia employers.

The Job Order Fill Rate is reported as the ratio of staff-assisted placements to staff-entered job orders. These metrics are based on ad hoc reports in CWDS and are therefore reliant upon data entered into the system by center staff.

Source: Philadelphia Works analysis of CWDS and labor market information

Source: Philadelphia Works analysis of CWDS and labor market information
An additional set of metrics are specific to the performance of the cross-center services team in the PA CareerLink® Philadelphia centers, who provide services to connect employers with customers.

The **Job Hire Rate from On-Site Recruitments** is defined as the percentage of job openings that are filled by career seekers who attend on-site recruitments. Between October 1, 2019 and December 31, 2019, on-site events recruited for 361 job openings. 134 attendees of recruitment events were hired for these positions. The job hire rate for PY2018 Q2 is over 100 percent because some large employers hired for more positions than were initially advertised at recruitment events.

**On-the-Job Training Opportunities** refers to the total number of positions that are available to WIOA and EARN customers. The numbers for previous quarters have been adjusted due to additional information about OJT opportunities.

The **On-the-Job Training Retention** metrics measure the ratio of WIOA and EARN On-the-Job Training (OJT) opportunities that have completed and ended with the customer continuing employment with the employer. OJTs with pending outcomes at the time of this report are not included in these calculations. Note: Program completion dates moved across quarters. PY2019 Q1 dates have been updated to reflect these changes.
JOB HIRE RATE FROM ON-SITE RECRUITMENTS

Source: Philadelphia Works analysis of CWDS; cross-center services data request

ON-THE-JOB TRAINING OPPORTUNITIES

WIOA ON-THE-JOB TRAINING RETENTION

EARN ON-THE-JOB TRAINING RETENTION

Source: Philadelphia Works analysis of CWDS; cross-center services data request
Resource Utilization

Measures of resource utilization examine whether centers have sufficient and diverse resources to continue operation effectively.

The **Cost per Customer** metric shows the amount of funds needed to serve customers in the integrated PA CareerLink® Philadelphia centers. The metric is calculated by dividing the cost of operations by the total number of visits made to each center for customers receiving universal, EARN, and/or WIOA services.

<table>
<thead>
<tr>
<th>COST PER CUSTOMER</th>
<th>PY2018 Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2019 Q1</th>
<th>Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost per Customer</td>
<td>$68.46</td>
<td>$81.77</td>
<td>$77.23</td>
<td>$98.48</td>
<td>$86.09</td>
<td>$97.07</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS and other program information

**Leveraged Resources** demonstrate how the centers partner with community resources to enhance services to their customers and are reported as cumulative membership income, earned from rent paid to the centers. Note: There were no members in the first quarter program year 2019.

<table>
<thead>
<tr>
<th>LEVERAGED RESOURCES</th>
<th>PY2018 Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2019 Q1</th>
<th>Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leveraged Resources</td>
<td>$0</td>
<td>$166,729</td>
<td>$204,411</td>
<td>$289,972</td>
<td>$0</td>
<td>$56,133</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of program information

The **Professional Development** metric tracks the number of integrated and cross-center staff that have increased their skills by attending workshops, seminars, or conferences. This training does not necessarily link to certifications.

<table>
<thead>
<tr>
<th>PROFESSIONAL DEVELOPMENT</th>
<th>PY2018 Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2019 Q1</th>
<th>Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Development</td>
<td>268</td>
<td>313</td>
<td>81</td>
<td>207</td>
<td>141</td>
<td>183</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of center data requests

**Unique Customers** shows the number of individual customers who receive universal, WIOA, and EARN services in the PA CareerLink® Philadelphia centers.

<table>
<thead>
<tr>
<th>UNIQUE CUSTOMERS</th>
<th>PY2018 Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2019 Q1</th>
<th>Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unique Universal Customers</td>
<td>11,555</td>
<td>10,330</td>
<td>10,933</td>
<td>7,021</td>
<td>8,907</td>
<td>7,792</td>
</tr>
<tr>
<td>Unique WIOA Customers</td>
<td>1,707</td>
<td>1,796</td>
<td>1,904</td>
<td>1,929</td>
<td>1,764</td>
<td>1,525</td>
</tr>
<tr>
<td>Unique EARN Customers</td>
<td>2,237</td>
<td>2,129</td>
<td>1,979</td>
<td>2,021</td>
<td>1,811</td>
<td>1,580</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS

The **Customer to Staff Ratio** tracks how many staff are available to deliver services to WIOA and EARN customers in the integrated centers. WIOA customers are tracked through the delivery of individualized career services over the quarter, while the ratio for EARN customers uses all who had active cases during the quarter. The number of full-time staff is calculated for each program, with those who are split between the two programs distributed proportionally according to the RSA. Cross-center staff who provide direct services, such as workshop facilitators, are also included in these calculations.

<table>
<thead>
<tr>
<th>CUSTOMER TO STAFF RATIO</th>
<th>PY2018 Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2019 Q1</th>
<th>Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIOA Customers per WIOA Staff</td>
<td>24</td>
<td>27</td>
<td>28</td>
<td>29</td>
<td>24</td>
<td>22</td>
</tr>
<tr>
<td>EARN Customers per EARN Staff</td>
<td>11</td>
<td>11</td>
<td>10</td>
<td>10</td>
<td>9</td>
<td>9</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS and center data requests
Source: Philadelphia Works analysis of CWDS and labor market information
Outcomes for Individual Customers: Universal Services

Metrics that measure outcomes for individual customers track universal service delivery to career seekers. Customers receive a set of basic career services including, but not limited to, job search assistance, job referral or placement assistance.

The Participant Market Share shows the market penetration of the public workforce development system and is defined as a ratio of all customers who have received at least one service during the second quarter of program year 2019 to the number of unemployed individuals in Philadelphia during the quarter. EARN customers are removed from this metric.

The Literacy and Education Referrals metric shows the number of career seekers referred to literacy programs and other educational services through data-entered service codes on participant records.

Services to ESL Customers shows the number of services delivered to career seekers who speak English as a second language. These services can include use of the language line, interactions with bilingual staff at the centers, and various universal services.

The IEP Goal Completion metric shows the number of WIOA participants who have completed a training or education goal on their Individual Employment Plan, a document that outlines the services necessary to achieve career goals. Currently, IEP goal completion is tracked manually by the centers. In the future, center staff will begin to use the CWDS IEP form for career seekers, which will allow for better reporting on this service.

---

**PARTICIPANT MARKET SHARE**

<table>
<thead>
<tr>
<th></th>
<th>PY2018</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2019</th>
<th>Q1</th>
<th>Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participant Market Share</td>
<td>32.8%</td>
<td>33.6%</td>
<td>36.3%</td>
<td>26.4%</td>
<td>25.8%</td>
<td>23.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unique WIOA/Universal Customers</td>
<td>13,262</td>
<td>12,126</td>
<td>12,837</td>
<td>8,950</td>
<td>10,671</td>
<td>9,317</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unemployed in Philadelphia</td>
<td>40,495</td>
<td>36,064</td>
<td>35,356</td>
<td>33,930</td>
<td>41,390</td>
<td>40,452</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS and labor market information

**LITERACY AND EDUCATION**

<table>
<thead>
<tr>
<th></th>
<th>PY2018</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2019</th>
<th>Q1</th>
<th>Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Literacy/ Education Referrals</td>
<td>87</td>
<td>72</td>
<td>80</td>
<td>96</td>
<td>93</td>
<td>50</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS

**SERVICES TO ESL CUSTOMERS**

<table>
<thead>
<tr>
<th></th>
<th>PY2018</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2019</th>
<th>Q1</th>
<th>Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESL Services Provided</td>
<td>483</td>
<td>511</td>
<td>495</td>
<td>623</td>
<td>454</td>
<td>484</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of center data requests

**IEP GOAL COMPLETION**

<table>
<thead>
<tr>
<th></th>
<th>PY2018</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2019</th>
<th>Q1</th>
<th>Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goals Completed</td>
<td>181</td>
<td>215</td>
<td>199</td>
<td>371</td>
<td>202</td>
<td>305</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of center data requests
PARTICIPANT MARKET SHARE

LITERACY/EDUCATION REFERRALS

SERVICES TO ESL CUSTOMERS

IEP GOAL COMPLETION

Source: Philadelphia Works analysis of CWDS and labor market information

Source: Philadelphia Works analysis of center data request
Unemployment Compensation Assistance

The PA CareerLink® Philadelphia centers continue to see periodic increases in the number of customers seeking assistance with unemployment compensation. Although the centers are not staffed with state employees who can directly assist with unemployment claims, each center has a direct phone line to the UC Service Centers and allows customers to bypass the hold time. Due to the layoff of hundreds of state employees in December 2016, increased hold time for callers became an issue and the centers saw an increase in the number of people seeking to use the direct phone line to the UC Service Center. Customers would frequently wait for hours to use the phone. Philadelphia Works will continue to monitor usage of the unemployment compensation direct phone line in the PA CareerLink® Philadelphia centers.

CUSTOMERS USING THE DIRECT LINE TO THE UC SERVICE CENTERS IN THE PA CAREERLINK® PHILADELPHIA CENTERS, OCT. 2017 – DEC. 2019

Source: Philadelphia Works analysis of PA CareerLink® Philadelphia data request
WIOA Performance Measures: Federally Mandated

October 1, 2019 – December 31, 2019

The Pennsylvania Department of Labor & Industry Center for Workforce Information and Analysis (CWIA) released the results under WIOA for Program Year 2019.

Some Negotiated Levels are considered “baseline”. Baseline indicators are those for which states were not required to propose negotiated levels, primarily because no historical information exists. These indicators will not be used in the end of the year performance calculations and will not be used to determine failure to achieve adjusted levels of performance for purposes of sanctions.

The Negotiated Levels under WIOA may be adjusted. At the end of the program year, an objective statistical model will be used to adjust in the negotiated levels of performance for actual economic conditions and the characteristics of the participants served.

Each Percent of Goal Achieved must be at or above 50 percent of the Negotiated Level.
## WIOA TITLE I PERFORMANCE OUTCOMES PY 2019 YEAR-TO-DATE

<table>
<thead>
<tr>
<th>Reporting Period 10/1/2019 - 12/31/2019</th>
<th>Negotiated Level</th>
<th>Actual Performance</th>
<th>% of Goal Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Employment 2nd Qtr After Exit</td>
<td>73.0%</td>
<td>68.2%</td>
<td>93.4%</td>
</tr>
<tr>
<td>Adult Employment 4th Qtr After Exit</td>
<td>70.0%</td>
<td>67.2%</td>
<td>96.0%</td>
</tr>
<tr>
<td>Adult Median Earnings 2nd Qtr After Exit</td>
<td>$5,400</td>
<td>$5,070</td>
<td>93.9%</td>
</tr>
<tr>
<td>Adult Credential Attainment Rate</td>
<td>50.0%</td>
<td>33.3%</td>
<td>66.6%</td>
</tr>
<tr>
<td>Adult Employment 4th Qtr After Exit</td>
<td>70.0%</td>
<td>67.2%</td>
<td>96.0%</td>
</tr>
<tr>
<td>Adult Median Earnings 2nd Qtr After Exit</td>
<td>$5,400</td>
<td>$5,070</td>
<td>93.9%</td>
</tr>
<tr>
<td>Adult Credential Attainment Rate</td>
<td>50.0%</td>
<td>33.3%</td>
<td>66.6%</td>
</tr>
<tr>
<td>Adult Median Earnings 2nd Qtr After Exit</td>
<td>$5,400</td>
<td>$5,070</td>
<td>93.9%</td>
</tr>
<tr>
<td>Adult Credential Attainment Rate</td>
<td>50.0%</td>
<td>33.3%</td>
<td>66.6%</td>
</tr>
<tr>
<td>Adult Median Earnings 2nd Qtr After Exit</td>
<td>$5,400</td>
<td>$5,070</td>
<td>93.9%</td>
</tr>
<tr>
<td>Adult Measurable Skills Gain</td>
<td>Baseline</td>
<td>18.7%</td>
<td></td>
</tr>
<tr>
<td>Dislocated Worker Employment 2nd Qtr After Exit</td>
<td>75.0%</td>
<td>76.8%</td>
<td>102.4%</td>
</tr>
<tr>
<td>Dislocated Worker Employment 4th Qtr After Exit</td>
<td>76.0%</td>
<td>78.9%</td>
<td>103.8%</td>
</tr>
<tr>
<td>Dislocated Worker Employment 4th Qtr After Exit</td>
<td>76.0%</td>
<td>78.9%</td>
<td>103.8%</td>
</tr>
<tr>
<td>Dislocated Worker Employment 4th Qtr After Exit</td>
<td>76.0%</td>
<td>78.9%</td>
<td>103.8%</td>
</tr>
<tr>
<td>Dislocated Worker Employment 4th Qtr After Exit</td>
<td>76.0%</td>
<td>78.9%</td>
<td>103.8%</td>
</tr>
<tr>
<td>Dislocated Worker Measurable Skills Gain</td>
<td>Baseline</td>
<td>8.3%</td>
<td></td>
</tr>
<tr>
<td>Youth Employment/Education Rate 2nd Qtr After Exit</td>
<td>65.0%</td>
<td>66.9%</td>
<td>102.9%</td>
</tr>
<tr>
<td>Youth Employment/Education Rate 4th Qtr After Exit</td>
<td>62.0%</td>
<td>69.5%</td>
<td>112.1%</td>
</tr>
<tr>
<td>Youth Employment/Education Rate 4th Qtr After Exit</td>
<td>62.0%</td>
<td>69.5%</td>
<td>112.1%</td>
</tr>
<tr>
<td>Youth Median Earnings 2nd Qtr After Exit</td>
<td>Baseline</td>
<td>$2,228</td>
<td></td>
</tr>
<tr>
<td>Youth Credential Attainment Rate</td>
<td>65.0%</td>
<td>76.1%</td>
<td>117.1%</td>
</tr>
<tr>
<td>Youth Measurable Skills Gain</td>
<td>Baseline</td>
<td>47.5%</td>
<td></td>
</tr>
</tbody>
</table>
In addition to the above metrics, two additional performance measurements were introduced under WIOA: **Average Indicator Score** and **Average Program Score**. The Average Indicator Score looks at each indicator across all three programs (Adult, Dislocated Worker, and Youth), and gives the average of the Percent of Goal Achieved results. The Average Program score looks at each program and gives the average of the Percent of Goal Achieved results for each indicator. Each Average Indicator Score and Average Program score must meet 90 percent. For Program Year 2019, Philadelphia’s results were:

<table>
<thead>
<tr>
<th>Average Indicator Score</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Rate 2nd Qtr After Exit</td>
<td>99.6%</td>
</tr>
<tr>
<td>Employment Rate 4th Qtr After Exit</td>
<td>104.0%</td>
</tr>
<tr>
<td>Median Earnings 2nd Qtr After Exit</td>
<td>106.1%</td>
</tr>
<tr>
<td>Credential Attainment</td>
<td>82.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average Program Score</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>87.5%</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>97.4%</td>
</tr>
<tr>
<td>Youth</td>
<td>110.7%</td>
</tr>
</tbody>
</table>

A **WIOA Adult** is an individual 18 years of age or older who requires special assistance including but not limited to labor market information, job search assistance, individual counseling and career planning, and specialized assessment in order to attain employment.

A **WIOA Dislocated Worker** is, in general, an individual who has been laid off from employment, or is unemployed or is unable to find employment due to circumstances beyond their control. This includes a spouse of a member of the Armed Services who has experienced a loss of employment as a result of relocation related to their spouse’s active duty requirements.

In addition to federally mandated performance measures, there are also specific goals in Pennsylvania’s WIOA Combined State Plan. The plan places a significant emphasis on serving individuals with barriers to employment.
*The following chart shows the barriers to employment for all WIOA-registered Adult and Dislocated Workers who were served during Program Year 2019. Note that some customers have multiple barriers.*

**Public Assistance/Low Income** 87.1%
**Older Individuals (55+)** 21.0%
**Single Parent** 20.8%
**Ex-Offender** 17.5%
**Basic skills deficient** 6.3%
**Individual with disability** 2.6%
**Homeless** 0.8%
**Any Barrier** 94.5%

*The commonwealth has also established a Priority of Service policy for the WIOA Adult population. The priority categories and results for all new Adult registrations during Program Year 2019 are indicated in the chart below.*

- **Level 1 - Low Income/Public Assistance/Underemployed/Basic Skills Deficient/Veteran/Eligible Spouse**: 2.7%
- **Level 2 - Low Income/Public Assistance/Underemployed/Basic Skills Deficient/Non-Veteran/Eligible Spouse**: 88.0%
- **Level 3 - All Other Veterans/Eligible Spouse**: 0.4%
- **Level 4 - Long-Term Unemployed (Local Priority)**: 2.3%
- **Level 5 - Not a Priority of Service Participant**: 6.6%
## FY2020 Philadelphia Works Overall Funding Breakdown (assuming flat budget)

<table>
<thead>
<tr>
<th>Budget Categories</th>
<th>Budget</th>
<th>YTD Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>TANF</td>
<td>$31,000,000</td>
<td>$16,259,123</td>
</tr>
<tr>
<td>WIOA Youth</td>
<td>$6,500,000</td>
<td>$2,506,852</td>
</tr>
<tr>
<td>WIOA Adult</td>
<td>$6,300,000</td>
<td>$3,366,884</td>
</tr>
<tr>
<td>WIOA Dislocated Worker</td>
<td>$4,000,000</td>
<td>$1,818,064</td>
</tr>
<tr>
<td>US DOL</td>
<td>$3,000,000</td>
<td>$525,560</td>
</tr>
<tr>
<td>National Health Emergency Demonstration Grant—Opioid Crisis</td>
<td>$2,000,000</td>
<td>$440,424</td>
</tr>
<tr>
<td>Rapid Response</td>
<td>$1,000,000</td>
<td>$338,757</td>
</tr>
<tr>
<td>Other Youth</td>
<td>$500,000</td>
<td>$542,383</td>
</tr>
<tr>
<td>PAsmart</td>
<td>$280,000</td>
<td>$64,960</td>
</tr>
<tr>
<td>Lenfest Foundation</td>
<td>$75,000</td>
<td>$8,151</td>
</tr>
</tbody>
</table>

**Total:** $54,655,000 | $25,871,157

*Source: Philadelphia Works analysis of financial data*

## FY2020 Philadelphia Works Service Delivery Investment Strategy (Adult Formula Funding Total Service Investment – TANF, WIOA Adult, DLW, & Rapid Response)

<table>
<thead>
<tr>
<th>Budget Categories</th>
<th>Budget</th>
<th>YTD Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated System (PACareerLink® system wide and One-Stop Operator)</td>
<td>$28,100,000</td>
<td>$12,711,609</td>
</tr>
<tr>
<td>Skills and Employer - Training Initiatives</td>
<td>$7,100,000</td>
<td>$2,783,349</td>
</tr>
<tr>
<td>Industry-focused Employer Engagement</td>
<td>$600,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>Supplemental Services to Support Customers</td>
<td>$1,110,500</td>
<td>$490,643</td>
</tr>
<tr>
<td>Specialized Programs to Support Specific Populations</td>
<td>$1,350,000</td>
<td>$708,778</td>
</tr>
<tr>
<td>System Capacity Building and Professional Development</td>
<td>$700,000</td>
<td>$381,498</td>
</tr>
</tbody>
</table>

**Total:** $38,960,500 | $17,175,878
As the Local Workforce Development Board, Philadelphia Works establishes system-wide performance metrics. These goals are translated into contractual goals for the subcontractors. In the charts that follow, these are indicated by an asterisk (*). We also monitor other system performance measures. The WIOA performance metrics reflect the aim of the legislation, as well as the goals of the state and local area.

Registrations refer to those individuals who require a more extensive set of services beyond the basic services provided to all individuals in the centers. The system goal is to register over 3,000 in intensive career services.

Credential attainment is a new emphasis under WIOA. An industry-recognized occupational license or certificate is of high value to employers.

For those participants who enroll in training we also measure how many obtain employment related to training. This helps us to evaluate the effectiveness of our training providers.

Placements are those individuals where we can document that they obtained employment at a minimum of 30 hours per week at or above minimum wage. Our goal for the median wage system-wide for a minimum of 55 percent of placements are at a salary of $15.00 per hour or higher.

The number of new employer and number of new job orders per quarter in the following charts are compared to the average number of each per quarter in the previous program year. All other charts are cumulative through the quarter.
Performance of the EARN Program as of December 31, 2019

The Employment and Retention Network (EARN) system provides employment and training services to individuals striving to reach economic self-sufficiency. Each participant enrolled in the EARN system receives personalized career guidance to provide the support needed to achieve career goals. Staff support is offered from beginning to end, before and after employment. Only individuals receiving cash assistance and specifically identified by the County Assistance Office are eligible to enroll.

The EARN programming includes Vocational Skills Training (VST) which offers focused skill training with embedded contextualized learning services. VST is a viable option supporting the EARN system’s goal of self-sufficiency, financial independence and customer choice. The EARN System’s vocational training program offers comprehensive, industry specific skills development in several key occupational sectors that align with the High Priority Occupations (HPO). Which include medical billing, weatherization, property maintenance, allied healthcare, culinary arts, residential/counseling services, childcare, pharmacy technicians, phlebotomy, information technology, and commercial driver’s license (transportation).

Highlights of the EARN System

- The Philadelphia County Assistance Offices (CAO) referred 5,868 unique individuals to the EARN program.
- The year-to-date enrollment rate was 41 percent. Of the 59 percent of customers not enrolled, 91 percent of clients were referral rejected because they did not report to the centers; eight percent of customers were not enrolled due to not cooperating with EARN policies; and the remaining customers were rejected for other reasons such as good cause, inappropriate referrals, TANF closure.
- The EARN system enrolled 3,289 customers and provided services to 1,703 carry-over customers from program year 2019. The total number of customers served was 5,288.
- The average monthly EARN caseload was 2,190.
- There were 1,284 total unconfirmed job placements. 53 percent of the placements were offered at 30 hours or more per week, with an average starting salary at $11.81 per hour.
- There were 678 job placements that met the DHS Placement Tier 1 criteria; 590 that met the Tier 2 placement criteria earning $10 per hour or more, 592 job placements that met the DHS Placement Tier 3 placement criteria, where TANF was closed due to employment income, and 1,910 that met the DHS monthly retention criteria working a minimum of 80 hours per month.
- There were 94 customers that met the DHS credential requirement, earning a certification or diploma in a high priority occupation.
COUNTY ASSISTANCE (CAO) Referrals, Enrollments and Caseload

**CAO REFERALS**

**ENROLLMENTS**

ENROLLMENT RATE

MONTHLY ACTIVE CASELOAD

Source: Philadelphia Works analysis of EARN program data and Department of Human Services CWDS Reports.
Department of Human Services (DHS) EARN Performance Metrics
October 1, 2019 – December 31, 2019

Program metrics are tracked according to goals set for the program year with counts of successful outcomes defined as outcomes clients may achieve each month following enrollment.

DHS Monthly Placements, Retention and Credentialing

The **DHS Placement Tier 1** definition requires clients to obtain unsubsidized employment working a minimum of 80 hours in a four-consecutive work period. The four-week period must begin within the 180 days of the enrollment date.

The **DHS Placement Tier 2** definition requires clients to meet the Placement Tier 1 definition and earn $10.00 per hour or more at any point during the enrollment period.

The **DHS Placement Tier 3** definition requires clients to meet the placement Tier 1 definition and must have earnings that result in the closure of TANF budgets.

The **DHS Monthly Retention** definition is achieved after a client meets their Tier 1 placement goal; they must maintain employment in any given calendar month at a minimum of 80 hours each month, for up to six consecutive months following the placement month to be considered retained.

To meet the **DHS Credential** definition, a client must be placed in vocational skills training within 90 days of enrollment and receive a diploma or certification directly related to high priority occupation in local area.

Source: DHS CWDS Reports as of 03/02/2020

<table>
<thead>
<tr>
<th>PLACEMENTS</th>
<th>Q1</th>
<th>Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Placement-Tier 1</td>
<td>327</td>
<td>351</td>
</tr>
<tr>
<td>Placement-Tier 2</td>
<td>289</td>
<td>301</td>
</tr>
<tr>
<td>Placement-Tier 3</td>
<td>272</td>
<td>320</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MONTHLY RETENTION</th>
<th>Q1</th>
<th>Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly Retention</td>
<td>894</td>
<td>1024</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CREDENTIALING</th>
<th>Q1</th>
<th>Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credentialing</td>
<td>38</td>
<td>56</td>
</tr>
</tbody>
</table>
Unconfirmed monthly placements include initial placements and subsequent placements that may or may not meet the DHS placement definitions. These placements are reported to show the efforts of the system to place 1,141 EARN customers into 1,284 jobs. Forty-five percent of the placements are starting at 30 hours per week and 44 percent have a starting wage of $10.00 per hour.

Source: Philadelphia Works analysis of EARN program data. Monthly placements are shown based on CWDS placement start date.
Youth System Report

October 1, 2019 – December 31, 2019

Philadelphia Works’ youth workforce development strategy includes comprehensive, year-round and summer programming that provides opportunities for youth and young adults to achieve 21st Century Skills and gain an understanding of career and work. The youth system in Philadelphia serves youth and young adults between the ages of twelve through twenty-four years old primarily through the use of WIOA, TANF-YD, and other grant funds. Our delivery system provides high quality services for youth and young adults focused on career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations and culminating with employment or enrollment in post-secondary education. This report presents data on quarter two, October 1, 2019 – December 31, 2019, for youth programs that are operating during program year 2019.

Youth Program Models – Overview

Through a partnership between Philadelphia Works, the Philadelphia Youth Network (PYN), and youth serving organizations the youth system provides career services and work-based opportunities to youth and young adults via the following year-round and summer models:

- Opportunity Youth without a Secondary Credential
- Opportunity Youth with a Secondary Credential
- Employment Connections for Opportunity Youth
- Career Readiness
- E³ Power Centers
- WorkReady Summer

For more detail about these models please email youth@philaworks.org or visit https://www.philaworks.org/workforce-services/young-adults/ in post-secondary education. This report presents data on quarter one, July 1, 2019 – September 30, 2019, for youth programs that are operating during program year 2019.
**Financial Controls**

This set of metrics tracks funds to ensure that programs are sufficiently supported and active. Totals in the summary tables show invoices submitted to Philadelphia Works and not necessarily paid expenses through the Second quarter of fiscal year 2020, program year 2019.

### YOUTH SYSTEM YEAR-ROUND FUNDING: FOR THE PERIOD FROM JULY 1, 2019 THROUGH DECEMBER 31, 2019

<table>
<thead>
<tr>
<th>TANF YD Funding</th>
<th>Budgeted</th>
<th>Expended</th>
<th>% Expended</th>
</tr>
</thead>
<tbody>
<tr>
<td>TANF Employment Connections</td>
<td>$3,804,937</td>
<td>1,284,838.00</td>
<td>34%</td>
</tr>
<tr>
<td>TANF E3 Centers</td>
<td>$1,326,979</td>
<td>$ 643,170.00</td>
<td>48%</td>
</tr>
<tr>
<td>TANF Career Readiness</td>
<td>$4,470,087</td>
<td>1,056,891.00</td>
<td>24%</td>
</tr>
<tr>
<td><strong>Total TANF</strong></td>
<td><strong>$9,602,003</strong></td>
<td><strong>2,984,899.00</strong></td>
<td><strong>31%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WIOA Funding</th>
<th>Budgeted</th>
<th>Expended</th>
<th>% Expended</th>
</tr>
</thead>
<tbody>
<tr>
<td>At-risk Youth in School</td>
<td>$90,156</td>
<td>$ 52,628.00</td>
<td>58%</td>
</tr>
<tr>
<td>Opportunity Youth without Secondary Credential</td>
<td>$2,552,439</td>
<td>1,105,957.00</td>
<td>43%</td>
</tr>
<tr>
<td>Opportunity Youth with Secondary Credential</td>
<td>$2,014,060</td>
<td>$ 375,511.00</td>
<td>19%</td>
</tr>
<tr>
<td>Pre-Apprenticeship Pilot</td>
<td>$740,022</td>
<td>$ 215,387.00</td>
<td>29%</td>
</tr>
<tr>
<td><strong>Total WIOA</strong></td>
<td><strong>$5,396,677</strong></td>
<td><strong>1,749,483.00</strong></td>
<td><strong>32%</strong></td>
</tr>
</tbody>
</table>

*Source: Philadelphia Works analysis of fiscal data.*
Program Year 2019 Performance Metrics

October 1, 2019 – December 31, 2019

In this section, Philadelphia Works’ tracks youth who are enrolled and actively participating in the quarter in the current program year. Many WIOA and TANF enrolled youth remained active during the second quarter and received individualized, intensive services. More detail about youth who exited programs will be shared next quarter.

Enrollment Summary for WIOA Programs

Four-hundred eighty-eight slots were allocated to serve youth and young adults in three WIOA-funded models: opportunity youth without a secondary credential, opportunity youth with a secondary credential, and pre-apprenticeship for opportunity youth. As of December 31, 2019, there have been 376 youth and young adults enrolled in WIOA programs. See below for details regarding enrollment rates, all other measures for WIOA programs will be reported at a future date when all data is made available.

PROGRAM YEAR 2019: 2nd QUARTER (JULY 1, 2019 – DECEMBER 31, 2019)

<table>
<thead>
<tr>
<th>Enrollment Rate (WIOA Youth Programs)</th>
<th>Total Slots Budgeted</th>
<th>Active (Year-to-Date)</th>
<th>Enrollment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity youth without secondary credentials</td>
<td>268</td>
<td>249</td>
<td>92.9%</td>
</tr>
<tr>
<td>Opportunity youth with secondary credentials</td>
<td>175</td>
<td>112</td>
<td>64.0%</td>
</tr>
<tr>
<td>Pre-Apprenticeship for opportunity youth*</td>
<td>45</td>
<td>15</td>
<td>33.3%</td>
</tr>
<tr>
<td>Across all WIOA programs</td>
<td>488</td>
<td>376</td>
<td>77.0%</td>
</tr>
</tbody>
</table>

Note: Some participants may also be included in other two WIOA Youth models.
Source: Philadelphia Works analysis of program data.
Enrollment Summary for TANF YD Employment Connections

During program year 2018 and 2019, one thousand one hundred and twenty (1,120) slots were allocated to serve youth and young adults in four target populations (youth identified as having an intellectual disability and/or Autism, youth aging or ages out of foster care, youth who have adjudicated, and youth who have graduated from Philadelphia CTE) through twelve year-round TANF YD funded programs. As of December 31, 2019, there have been 806 youth enrolled in these programs. See below for details regarding enrollment rates, all other measures for TANF YD programs will be reported at a future date when all data is available.

<table>
<thead>
<tr>
<th>Enrollement Rate (TANF Employment Connections)</th>
<th>Total Slots Budgeted</th>
<th>Active (Year-to-Date)</th>
<th>Enrollment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth identified as having a disability</td>
<td>60</td>
<td>37</td>
<td>61.7%</td>
</tr>
<tr>
<td>Youth aging or aged out of foster care</td>
<td>600</td>
<td>321</td>
<td>53.5%</td>
</tr>
<tr>
<td>Youth who have been adjudicated</td>
<td>265</td>
<td>247</td>
<td>93.2%</td>
</tr>
<tr>
<td>Youth who graduated from Philadelphia CTE</td>
<td>195</td>
<td>201</td>
<td>103.1%</td>
</tr>
<tr>
<td>Across all Employment Connections programs</td>
<td>1120</td>
<td>806</td>
<td>72.0%</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of program data.

TANF YD E³ Centers Client Active Caseload

During the second quarter of program year 2019, approximately 265 participants were active in E³ Centers. E³ Centers are responsible for maintaining an active caseload of at least 195 each quarter. Members continued to participate in education, empowerment, and employment activities at three centers operating across the city. The majority of active participants participated in education or employment activities during this time period.

Source: Youth Programs Intermediary & Philadelphia Works analysis of program data.
Youth Program Intermediary Technical Assistance

Since July 1, 2018, a new role, the Youth Programs Intermediary, was established within the youth workforce development system. PYN is contracted in this role to provide technical assistance and programmatic capacity building support and provide administrative management and monitoring support to the summer youth employment programs and the year-round E³ Power Centers supported with TANF YD funding. Technical support activities (TA) are tracked and reported quarterly. During this quarter, PYN provided technical assistance and training support to year-round.

Between October 1, 2019 – December 31, 2019, PYN hosted a Youth Employment Retreat and technical assistance sessions for year-round providers. At the retreat, two facilitators worked with the group to discuss and align with a youth employment strategy for young people with and without credentials. TA Sessions were offered about assessment (CASAS), data entry, and service delivery.

In regard to capacity building support, PYN also conducted site visits that focused on sharing prior year program data and determining TA needs for the current program year. One program received additional one-on-one support regarding Human Centered Design. This support focused on increasing recruitment and solidifying retention strategies. PYN also continued to work with programs utilizing the Weikart Youth Program Quality Assessment (YPQA) tools. PYN observed programs during this quarter and began follow-up sessions with providers.

<table>
<thead>
<tr>
<th>Youth Program Model (WIOA &amp; TANF YD)</th>
<th>Hours of Training Delivered</th>
<th># of Staff Trained</th>
<th>Hours of Training Delivered</th>
<th># of Staff Trained</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PY19: Quarter 2</td>
<td></td>
<td>PY19: Year to Date</td>
<td></td>
</tr>
<tr>
<td>Opportunity youth w/o secondary credential</td>
<td>18</td>
<td>22</td>
<td>30</td>
<td>26</td>
</tr>
<tr>
<td>Opportunity youth with secondary credential</td>
<td>23</td>
<td>31</td>
<td>35</td>
<td>36</td>
</tr>
<tr>
<td>Pre-Apprenticeship</td>
<td>0</td>
<td>0</td>
<td>12</td>
<td>1</td>
</tr>
<tr>
<td>E³ Centers</td>
<td>53</td>
<td>14</td>
<td>91</td>
<td>59</td>
</tr>
<tr>
<td>WorkReady Summer</td>
<td>0</td>
<td>0</td>
<td>1084</td>
<td>254</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>94</strong></td>
<td><strong>67</strong></td>
<td><strong>1252</strong></td>
<td><strong>376</strong></td>
</tr>
</tbody>
</table>

Source: Youth Programs Intermediary analysis of training and technical support data. Number of staff trained include staff attending more than one training and includes duplicates. TA Report is a part of contractual performance measure.
Philadelphia Works Grants

October 1, 2019 – December 31, 2019

Philadelphia Works pursues funding that aligns with our core mission outside our federal formula and state formula allocations for WIOA and TANF Employment & Training funds. These grants can supplement WIOA and EARN Program activities to benefit broader groups of customers and, in addition, support new initiatives. Currently, Philadelphia Works has funds from direct federal grants, state grants, and private company and foundation grants. These grants serve employers by providing training for their incumbent workers and provide career pathways to employment for youth, young adults, and dislocated workers, adult unemployed or underemployed workers.
**American Apprenticeship Initiative: $2,999,722**

**Funded by U.S. Department of Labor: 10/15/2015 through 09/30/2020**

The Southeast Pennsylvania Region American Apprenticeship Initiative (SEPA Region AAI) develops and expands pre-apprenticeship and Registered Apprenticeship programs in the information technology (IT) and healthcare industries and identifies and places Opportunity Youth (ages 16-24 out of school, out of work) in these programs and supports their successful completion. The foundation of SEPA Region AAI’s approach is: multiple employer engagement to develop and/or expand Registered Apprenticeship programs in the high-growth industries of IT and healthcare; the development and adoption of competency-based pre-apprenticeship curricula that aligns with available apprenticeship positions; and the establishment of a new governing body, ApprenticeshipPHL, with staff to oversee all apprenticeship system work.

The grant is managed by Philadelphia Works and includes other workforce development boards and partners from Philadelphia, Montgomery, Bucks, Chester, and Delaware Counties.

**OUTCOMES TO DATE:**

- **IT**
  - 2 Pre-Apprenticeship Programs
    - Urban Technology Project Digital Service Fellows
    - JEVS Human Services TechServ Scholars
  - 3 Registered Apprenticeship Programs
    - Urban Technology Project Computer Support Specialist
    - JEVS Human Services IT Generalist
  - 125 Total Pre-Apprentices
    - 44 Total Apprentices

- **Behavioral Health & Intellectual Disabilities**
  - 2 Pre-Apprenticeship Programs
    - District 1199C Training & Upgrading Fund Direct Support Professional Pre-Apprenticeship
    - Devereux Advanced Behavioral Health Direct Support Professional Pre-Apprenticeship (managed by PathStone)
  - 3 Registered Apprenticeship Programs
    - District 1199C Training & Upgrading Fund Direct Support Professional
    - Devereux Advanced Behavioral Health Direct Support Professional
    - Bucks County Intermediate Unit Registered Behavior Technician
  - 83 Total Pre-Apprentices
    - 23 Total Apprentices

- **Retail Pharmacy Technician**
  - 1 Pre-Apprenticeship Program
    - CVS Health Retail Pharmacy Technician Pre-Apprenticeship (managed by Philadelphia Youth Network)
  - 1 Registered Apprenticeship Program
    - CVS Health Retail Pharmacy Technician (partnering with Philadelphia Youth Network)
  - 34 Total Pre-Apprentices
    - 12 Total Apprentices
ADDITIONAL APPRENTICESHIP FUNDING OUTSIDE OF AAI:

- Philadelphia Works continues to act as the fiscal agent and partner for grants that were awarded through additional federal and state funds from the PA Department of Labor and Industry, which are currently winding down and have been fully expended.

- Philadelphia Works, on behalf of ApprenticeshipPHL, was awarded $300,000.00 as a part of the PAsmart Registered Apprenticeship Ambassador Network grant. With this funding, Philadelphia Works, Keystone Development Partnership (KDP), and ApprenticeshipPHL partners launched the first cohort of the Apprenticeship Navigator Registered Apprenticeship (ANRA) program. The ANRA program is training workforce development professionals and organizations in all facets of becoming and operating as apprenticeship intermediaries in the SEPA region and includes 2,000 hours of on-the-job learning (OJL) and 144 hours of related technical instruction (RTI) in this approximately year-long program. The purpose of the ANRA program is to expand the apprenticeship knowledge and skills of SEPA region workforce development professionals and organizations that will, in turn, reach and support a larger number of employers, unions, educational institutions, community organizations, and other stakeholders interested in developing and implementing the apprenticeship model. Identified apprenticeship intermediaries in the SEPA region’s six high growth industries and selected SEPA CareerLink staff are included in the first ANRA program cohort.
**Boeing 2.0 Training Grant: $111,312.50**

Funded by The National Fund for Workforce Solutions, Boeing Corporation & JOIN Solutions: 6/1/2018 through 6/30/2020

The Boeing grant supported by the Boeing Corporation, the National Fund for Workforce Solutions, and the Job Opportunities Investment Network is providing funds for on-the-job (OJT) and incumbent worker training opportunities in the manufacturing industry for underrepresented individuals, specifically minorities and women. This grant extends over a two-year period, ending in June 2020.

**OUTCOMES TO DATE:**

For year one of the Boeing Grant, training outcome goals were exceeded, particularly for incumbent worker training. Eighteen individuals were placed in OJT, 16 completed training and 13 received wage increases, one terminated for due cause by the employer, one is still participating in an OJT and 12 received incumbent worker training and credentials. A total of $48,986.43 was obligated from this grant.

The project was funded for year two and received an additional $25,000 for exceeding performance goals bringing the total amount for year two to $77,842.00. Thus far the program has placed eight individuals in OJT’s and 12 incumbent workers are receiving skills upgrading.

SEPMA also received a PAsmart grant award of $242,000--$198,000 for implementation and $44,000 for convening—from the Commonwealth of Pennsylvania for training and consulting services to benefit the business growth and development of its members’ companies. The program has trained 291 incumbent workers and placed 26 individuals in OJT's from the Manufacturing Boot camp.
Teachers in the Workplace: $200,000
Funded by PA Department of Labor and Industry: 4/1/2019 through 6/30/2020

In December 2018, Governor Wolf announced the availability of the second cycle of Teacher in the Workplace (TIW) grants to connect classrooms and businesses helping schools prepare students for the changing 21st century economy. All TIW programs include:

1) development of partnership and initiatives to align business, education and community organizations to implement Teacher in the Workplace opportunities.
2) on-site learning in one or more workplace environments; and
3) time for the educator to connect workplace skills into their curriculum and classroom instruction.

Philadelphia will continue to operate four TIW programs in partnership with the following organizations: District 1199c Training and Upgrading Fund, Legacy Pathways LLC, New Foundations Charter School, and Philadelphia Education Fund. Through these programs Philadelphia will support TIW opportunities for one hundred and five (105) educators by the end of the grant period.

OUTCOMES TO DATE:
• 105 Educators engaged
• 20 Employers engaged
• 23 externship/professional development sessions offered
Business Education Partnership: $120,000
Funded by PA Department of Labor and Industry: 1/1/2019 through 6/30/2020

Philadelphia Works, the Philadelphia Youth Network (PYN) and the School District of Philadelphia (SDP) along with our engaged employers in Transportation & Logistics, Healthcare, and Business & Financial Services will provide career exposure to about 150 students in 7th grade advancing to 8th grade during the grant period. Our efforts will advance the SDP efforts to attract more students into high quality programs in Career & Technical Education (CTE) high schools and support the strategic vision of the City of Philadelphia’s workforce strategy, Fueling Philadelphia’s Talent Engine.

The transition from Middle School to High School is a critical juncture for students. We plan to support building intentional goals for academic and occupational study. Through this career exposure demonstration project, we will engage students and build their families’ interests in middle-skill, high-skill and professional careers in the three identified target industries. We will gain an opportunity to both excite students and their families about the occupational programs and build an understanding of the need to plan a pathway through technical and math courses during high school. This is a concerted effort to organize and build a specific process with defined elements that will better support the transition from Middle School to High School, encourage enrollment into CTE programs, and include employers in early exposure for students to support informed connections to career pathway planning.

OUTCOMES TO DATE:

- 5 middle schools are participating
- 84 students completed summer employment opportunities
- 65 CTE high school students participated in a peer-to-peer session with 398 middle school students
Southeastern Pennsylvania Defense Transition Initiative $230,000
(Department of Defense Office of Economic Adjustment through Pennsylvania Department of Economic Development) PHASE 3
Funded by PA DCED: 6/1/2018 through 11/30/2019

The Southeastern Pennsylvania Defense Transition Initiative is a collaborative regional partnership designed to assist companies in the Department of Defense supply chain whose business has been impacted by recent budget cuts. Through a targeted set of activities, the initiative has provided Defense suppliers comprehensive customized business services to aid in commercialization, expanded markets, and diversification. Services may include an assessment of their current state and then a voucher for up to $15,000 for diversification plans, marketing plans, website upgrades, operational expansions, commercialization consulting, workforce services, and production consulting. This grant is managed by Philadelphia Works and sub-recipient partners to serve defense suppliers in the eight-county region of Southeastern Pennsylvania and the Lehigh Valley (Bucks, Chester, Delaware, Lehigh, Northampton, Montgomery, and Philadelphia).

OUTCOMES TO DATE:
In Phase 3, the Southeastern PA Defense Transition Initiative has a pipeline of companies who are part of the Department of Defense supply chain from the previous two years of the grant. During this phase Ehmke, Stockwell, TDI, and R&P have all been allocated their grant funds. Additionally, Philadelphia Works and Manufacturers Resource Center (MRC) have continued outreach to regional employers. All vendors have developed creative strategies to meet the needs of the grant. In addition to grant partners, Philadelphia Works partnered with the National Defense Industrial Association (NDIA) by tapping directly into the industry association and hosting engagement events, which have cumulatively yielded access to over 100+ employers throughout the Delaware Valley region.

MRC identified companies in their supply chain and assessed their eligibility and needs for funding under this grant.

Ehmke Manufacturing Company, Inc. will contract for website design, content/visual design, construction, and set up business services with the Delaware Valley Industrial Resource Center (DVIRC) to complete their market diversification project.

Materials Science LLC requested funding to obtain a company level certification based on standards published by the Society of Automotive Engineers titled “Quality Systems-Aerospace Model for Quality Assurance in Design.”

R&P is using grant funding to update its quality management system (QMS) to the new ISO 9001. R&P is in the last phases of implementation to achieve certification before Sept 2019.

Stockwell Elastomeric is using their grant funding to design its marketing materials with DVIRC. They are in the stages of creating survey instruments, market outreach material, and data analysis.

TDI will be utilizing its funding to work with Planet Technologies to make a migration to Office 365 and Collaboration Enablement (Small Enterprise).
Phase 3 of the Southeastern PA Defense Transition Initiative ended November 30, 2019, so all grant partners and employers finished up their projects and closed out grant activities.
Philadelphia Works, in a national partnership, is piloting an innovative “Pay for Success” model in the Philadelphia region. This is a unique local collaboration between the public sector (Philadelphia Works), a leading private sector employer (Comcast) to invest in the local workforce.

In this new pilot model, Philadelphia Works commits to pay the upfront cost of employee/workers trainings outlined by the personnel/technical needs of Comcast. The employer will repay Philadelphia Works upon completion of achievements outlined and determined by the partnership.

The model makes a case for increased private sector investment in workforce development by transferring the risk away from employers and demonstrates opportunities for innovation for public sector funders.

Partners providing technical assistance: Comcast, Social Finance, Sorenson Institute, Federal Reserve Bank.

OUTCOMES TO DATE:

Working group meetings were convened over a period of months in 2018 and 2019 to operationalize the Pay for Success (PFS) model in Philadelphia. With the Eligible Partnership (Social Finance and Sorenson Impact), we have finalized the in-demand skills needed for business-to-business inbound and outbound sales positions within Comcast. Philadelphia Works and Comcast signed the contract for the project in November 2019. Philadelphia Works is currently writing the RFP to procure a training provider and meeting with Comcast to finalize the candidate attraction strategy. We anticipate launching the program during the spring of 2020.
Opioid Grant
Funded by the Pennsylvania Department of Human Services
Funded: 07/01/2018 through 06/30/2020

In partnership with the Philadelphia Department of Behavioral Health and Intellectual Disability Services (DBHIDS), Philadelphia Works has implemented a comprehensive strategy to combat the opioid crisis that includes three pilot programs.

District 1199C, Jefferson and JEVS are partners on the grant, and offer peer recovery specialist training to frontline, and supervisory staff (1199C); training to Emergency Department (ED) staff (Jefferson); and offer vocational rehabilitation and career services to participants (JEVS).

OUTCOMES TO DATE:
In November, Philadelphia Works facilitated a quarterly monitoring visit to review programmatic updates and analyze performance outcomes. The grant is having an impact on tackling the opioid crisis in Philadelphia by offering direct career development services to participants, and training staff on new counseling methods and treatments. Between the three partners, direct services and trainings have been provided to over 300 participants. Grant partners are facilitating innovative outreach efforts, and information sessions to promote the services and trainings offered. Providers have also established multi-sector employer partners to assist participants in securing gainful employment. Philadelphia Works has provided ongoing technical assistance and data entry training to providers to ensure our regional performance is captured in CWDS.
Women in Apprenticeships and Nontraditional Occupations (WANTO) $47,594
Funded by Chicago Women in Trades through a grant from the US Department of Labor Women’s Bureau: 10/01/2019 - 9/15/2020

This grant was renewed for a second year based on the first year’s success in launching an ongoing regional initiative, branded as the Women in Nontraditional Careers (WINC) project. Its mission is to support, increase and advance the participation of women in construction, manufacturing and transit careers in the Philadelphia region.

WINC is staffed by Philadelphia Works and led in collaboration with Keystone Development Partnership, AFL-CIO Philadelphia Council, PhilaPOSH and SEPTA, with technical assistance from Chicago Women in Trades.

ACCOMPLISHMENTS
10/1/2019 – 2/28/2020:

• Launched monthly tradeswomen meetings for support and networking, professional growth and contributing to WINC activities

• Trained 16 tradeswomen as part of WINC Speaker’s Bureau

Follow WINC at https://www.facebook.com/wincproject/
Learn more at wincproject.org
Thank you to all the staff who contributed to the production of this book.

Thank you to our administrative and service delivery partners:

Summer employment and E³ Center services are administered by the Philadelphia Youth Network.

WIOA Youth and TANF Youth Development services are provided by the Children’s Hospital of Philadelphia, Community Integrated Services, Communities in Schools of Philadelphia, Congreso de Unidos Latinos, District 1199c Training and Upgrading Fund, Eckerd Connects, EducationWorks, EDSI, Federation of Neighborhood Centers, JEVS Human Services, Liguori Academy, Mural Arts, NOMO Community Development Co., Philadelphia Anti-Drug/Anti Violence, Philadelphia Youth Network, Resources for Human Development, Temple University, YouthBuild Philadelphia Charter School, and Valley Youth House.

For more detail about the youth service providers, please visit https://www.philaworks.org/workforce-services/young-adults/

WIOA Title I Adult and Dislocated Worker Services and EARN program services are provided by EDSI, ENPWDC, Impact Services, JEVS Human Services and Eckerd Connects through four PA CareerLink® Philadelphia centers.

One-Stop Operator services are provided by Thomas P. Miller & Associates.

For a current listing of PA CareerLink® Philadelphia locations, please visit http://www.pacareerlinkphl.org/contact/
One Penn Center at Suburban Station
1617 JFK Boulevard, 13th floor
Philadelphia, PA 19103

P: 215-963-2100
F: 215-567-7171

www.philaworks.org